

ALINTA ENERGY GENDER PAY GAP STATEMENT 2026

WHAT THE DATA TELLS US, AND WHAT WE'RE DOING ABOUT IT

As we reflect on Alinta Energy's gender pay gap for 2024-2025, I'm pleased to see our strong gender balance and our continued position of just 0.3% for our like-for-like pay gap. However, it is clear we need to do better at getting more women into senior, higher earning roles and providing promotion opportunities.

Women are still under-represented in senior, technical, and higher-paying areas, and that's what drives the larger overall pay gaps, particularly when bonuses are factored in. This year, short-term incentive outcomes widened the gap, highlighting the need for greater female representation in high-earning roles.

On a positive note, we've seen a shift in parental leave, with more men stepping into primary carer roles – 22% overall and one-third among managers – demonstrating caring responsibilities are being shared more equally and enabling more women to return to paid work and their careers. We've also partnered with the Science and Technology Education Leveraging Relevance (STELR) program to support STEM education in regional schools near our project sites and are excited to welcome the second intake of our Early Careers Program, with strong female representation - 75% of our graduates and 56% of our interns are women.

We've had some great initiatives, but we know there's more to do. So, we're focusing our efforts on a few key important areas and staying committed to real, lasting change.



Jeff Dimery
Alinta Energy
Managing Director & CEO

EMPLOYER GENDER PAY GAP DEFINITIONS

Average or mean pay gaps

The average gender pay gap is calculated by dividing the total earnings of all women by the number of women in the organisation and doing the same for men. Comparing these two figures gives a high-level view of the earnings gap between men and women. This calculation also helps benchmark against industry and national averages.

Median pay gaps

The median (or midpoint) is the middle value when all salaries are arranged from lowest to highest. In gender pay gap analysis, the median compares the earnings of the middle-ranking man and woman. Unlike the average, the median isn't skewed by very high or low salaries, making it a better reflection of 'typical' earnings. It also helps highlight where one gender is more concentrated in lower-paying roles. The median pay data for employers, industries, and the nation has been included in WGEA's public reporting since February 2024.

Equal pay or 'like-for-like' pay

Equal pay means women and men receive the same pay for doing the same job or different jobs of equal value.

Total remuneration

Total remuneration including remuneration for all employee, including base salary, superannuation, overtime, bonuses and other additional payments

Pay quartiles

Quartile analysis breaks an organisation's pay data into four equal groups, from the highest earners (first quartile) to the lowest (fourth quartile). In gender pay gap reporting, this helps highlight differences in gender representation and pay across salary levels. By looking at gender balance and average pay within each quartile, organisations can identify where gaps exist—whether in certain roles, departments, or seniority levels—and understand how these differences contribute to overall pay disparities.

OUR GENDER PAY GAP FOR 2024–2025

Outcomes we're proud of

We continue to have a strong gender balance across our workforce, maintaining a 50:50 gender balance.

We're also proud to be an equal pay employer, ensuring that all employees, regardless of gender, are paid equally for the same work.

Women made up 36% of new managerial hires, helping strengthen gender diversity in leadership. Female representation among non-manager hires increased to 56%, strengthening the early-career talent pipeline.

Overall, women accounted for 54% of all new hires, helping offset female turnover and maintain stable female representation year on year.

Average (mean) total remuneration 35.7%

Our results show that the average total remuneration gender pay gap—which includes wages, super, bonuses, allowances, and commissions—is 35.7%.

Average gender pay gap (base salary) 28.0%

By adding up all employee wages and dividing by the number of employees, our results show that the average base salary gender pay gap is 28.0%

WHAT'S DRIVING OUR GENDER PAY GAP?

Although progress has been made, the gender pay gap still exists, and further efforts are necessary.

Workforce composition

As we outlined in our February 2024 [Gender Pay Gap Statement](#), our gender pay gap is largely influenced by the composition of our workforce — particularly in our contact centres, which are predominantly female. We recognise the impact this has on our overall results.

We're actively working on this and know real change takes time. We remain focused on closing the gap and fostering a more equitable and balanced workplace.

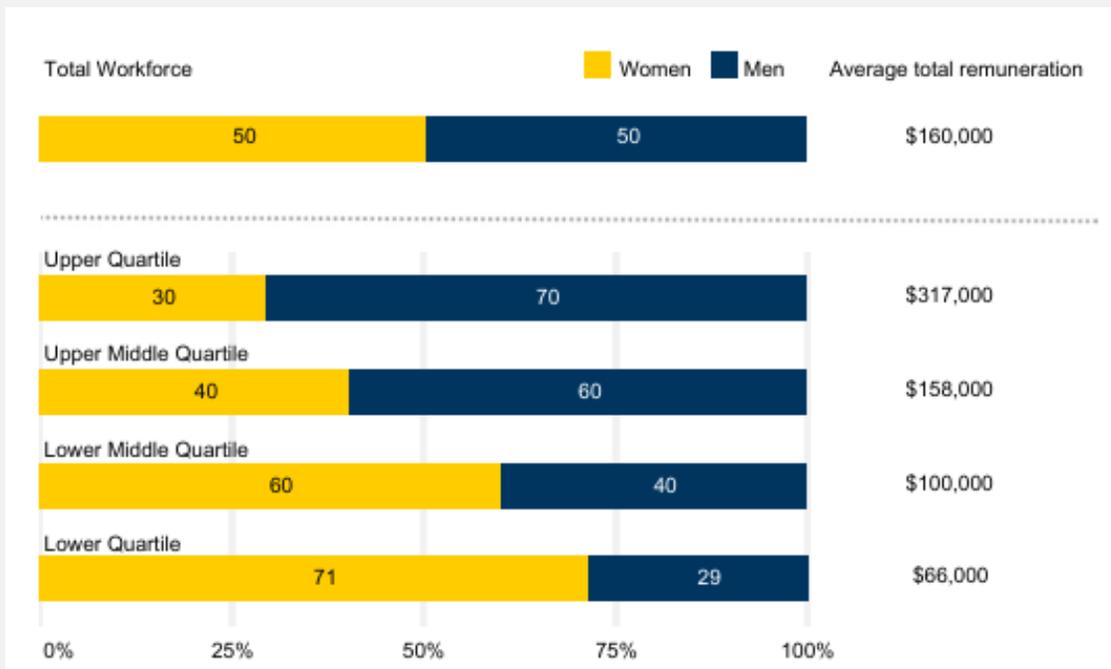
Representation across roles

Another important factor is how men and women are represented across different roles. Men continue to be over-represented in higher-paid technical roles — such as trading, engineering and power generation — as well as in senior leadership and management. This flows through to higher short-term incentive (STIP) outcomes and further widens the gap.

Slow growth in female representation at senior levels, along with the loss of women in early management roles, can also compound the gap. This highlights the need for more targeted senior recruitment and progression efforts.

GENDER COMPOSITION AND AVERAGE REMUNERATION PER PAY QUARTILE

The chart below breaks down total remuneration into four equal quartiles, showing the gender composition at Alinta Energy. Men make up 60% of employees in the upper quartile, while women represent 71% of the lower quartile—both key factors contributing to our gender pay gap.



Note:
• The average total remuneration is rounded to the nearest \$1,000.

TAKING ACTION TO CLOSE THE GAP

Like any business challenge, we use data to guide where we focus our efforts and where we can make the biggest difference. Closing our gender pay gap remains a key priority. These are the initiatives we're focusing on to continue advancing gender equity at Alinta Energy:

Ensuring fair pay and progression

Each year, we run an equity review across performance, pay and promotions. This is a critical check that helps us quickly identify and address any disparities. By regularly reviewing and adjusting, we keep pay equity front of mind across the business and enable better decisions on salaries and new hires to support reducing the pay gap.

Bringing more women into leadership

We are committed to continuing to grow the representation of women in all senior and early-career management roles to build a strong leadership pipeline. We know that having more women in key decision-making positions delivers better organisational performance, greater productivity, and profitability. We're also focused on growing pathways into higher-paid areas like trading, engineering and projects, where women are still under-represented.

Promotion and development

We'll continue to develop and promote women across the business so they're ready to step into bigger roles over time. To support this, we're supporting career development, pathways and more transparent reward processes.

Over the past 12 months, we've also built strong foundations across a number of areas, including:

- Welcoming the second intake of our Early Careers Program — a strategic investment in building a sustainable talent pipeline for hard-to-fill roles. This year, women make up 56% of interns and 75% of graduates.
- Launching our Core Capability and Development Pathways framework to encourage a growth mindset and continuous learning.
- Commencing a mentoring program to support career development and progression.
- Reviewing all people policies to ensure they're inclusive and free from gendered assumptions in language.
- Sponsoring female talent to attend external STEM leadership seminars.
- Targeting a 10% reduction in our total remuneration gender pay gap over the coming three years.
- Updating our Family and Domestic Violence Policy and support frameworks.
- Enhancing workplace facilities to create a more inclusive environment for all employees.

By keeping gender equity at the heart of our efforts, we're committed to making Alinta Energy a more inclusive employer while actively addressing the gender pay gap.

